



## WORK DESCRIPTION

**POSITION TITLE:** Compensation, Team Leader  
**POSITION NUMBER:** LTGOR1070C (6053)  
**GROUP AND LEVEL:** AS 04  
**DEPARTMENT:** Department of Justice  
**SECTOR:** Legal Operations  
**SECTION:** Human Resources  
**REGION:** Ontario  
**GEOGRAPHICAL LOCATION:** Toronto  
**SECURITY CLEARANCE:** Enhanced  
**LANGUAGE REQUIREMENTS:** English  
**INCUMBENT'S NAME:** Miller, Marcelle  
**IMMEDIATE SUPERVISOR POSITION NUMBER:** LTGOR1109C  
**IMMEDIATE SUPERVISOR GROUP AND LEVEL:** PE 04  
**EFFECTIVE DATE OF DECISION:** June 13, 2005 *30* *Net*

## **CLIENT-SERVICE RESULTS**

Management of compensation activities and services, interpretation, guidance and advice to Compensation Advisors, Human Resources Advisors, employees and their representatives and Directors within the Ontario Regional Office.

## **KEY ACTIVITIES**

- Plans, manages, organizes and evaluates the delivery of comprehensive services in compensation and employee benefits and monitors performance against service standards and agreements, including the management and supervision of the staff and other resources of the unit.
- Supervises a work group consisting of Compensation Advisors and a Leave Input Clerk who deliver compensation and benefits services.
- Analyses and interprets acts, regulations, and directives with respect to pay and benefits, and provides expert advice, guidance, information, interpretation, and recommendations to compensation advisors, managers, human resources advisors, employees and their representatives on all aspects of compensation and benefits.
- Examines, explains, clarifies and does in-depth research and analyses into data on employees, acts, regulations, collective agreement, pension and insurance plans and federal and provincial legislation that relates to compensation and benefit programs.
- Develops and delivers employee information sessions and pre-retirement seminars.
- Maintains links with other human resources, financial and administrative related fields to offer more efficient services to clients.
- Consults and liaises with central agencies, insurance companies, other federal departments and agencies, provincial governments and outside agencies with respect to compensation and benefit issues.
- Represents the department on inter-departmental compensation committees and meetings with Central Agencies.
- Carrying out monitoring and audit activities to ensure compliance with policy and procedures.
- Administers the LA term and conditions of employment and compensation plan, including performance pay plan, which is unique to the Department of Justice.

## WORK CHARACTERISTICS

### FACTOR 1: RESPONSIBILITY

#### **1 - Information for the Use of Others**

Researches, interprets and provides clarification and direction on the application of acts, regulations, collective agreements and directives related to compensation and benefits to assist regional Directors and managers, employees, financial advisors, lawyers, survivors and executors of estates to make informed decisions.

Implements, interprets and clarifies new, existing and amended acts, regulations, policies, directives, collective agreements and guidelines related to compensation and benefits to assist compensation specialists in delivery of compensation programs to ensure that clients will be appropriately compensated.

Responds to enquiries or complaints from managers and employees, Members of Parliament and outside agencies such as Sun Life of Canada – Disability Insurance who will apply this information to understand the specific issue involved.

Guides managers, employees and survivors or executors of estates on complex, contentious and highly sensitive compensation and benefit issues, ensuring that the confidentiality and sensitivity of the issue or person are considered and protected so that they may make informed decisions on matters which could have financial or career implications.

Provides specialized information and advice with respect to acts, regulations, guidelines, directives, policies, standards, procedures, processes, collective agreements and employment conditions in effect as they relate to compensation and benefits to help managers manage and resolve human resources issues and problems.

Advises, informs and provides options to employees for them to make financial decisions regarding the selection of various benefits, buying back elective service or planning retirement.

Provides information to departmental and inter-departmental colleagues, to central agencies, insurance companies, financial institutions and provincial agencies such as the Workers' Safety Insurance Board to assist them in determining the compensation and benefit entitlements of their clients.

Provides information to other Human Resources specialists on activities and changes in the compensation and benefits area to assist them to determine the impact on their responsibilities.

Designs and delivers information sessions on a myriad of topics related to compensation and benefits and pre-retirement seminars to educate and inform managers and employees and their spouses of their rights, obligations and options to assist them to make informed decisions on their career goals and future plans.

Develops and implements work processes, procedures and tools so that compensation specialists, managers, employees and their financial consultants may quickly process and retrieve accurate client information.

Develops work and training plans for compensation specialists and submits them to the Director for inclusion in the part of the budget and overall organizational plan dealing with compensation, including the human and technical resources required to meet operational needs.

Makes recommendations on compensation and benefit issues to be presented to representatives of central agencies to assist them in establishing central agency policies and procedures.

Leads or participates on regional project teams, defining and recommending project parameters, outlining and setting time frames for the critical steps for compensation team or project team members to proceed and meet project objectives and goals.

## **2 - Well-Being of Individuals**

Provides advice, counsel and recommendations to managers, employees and their representatives, to family members of deceased employees on compensation options available to help them to make major and crucial decisions affecting financial and/or psychological well being and resources. The intervention requires the establishment of a direct relationship with each manager, employee, employee's family and representatives in order to understand their circumstances and provide personalized advice and counselling. Counselling sessions may be by telephone or personal interview and take from one to three hours each and occur several times per week. Follow up meetings may be necessary to respond to supplementary questions; these meetings may last from 30 minutes to one hour and take place over a period of up to three months.

Provides training and recommendations on training needs, strategies and opportunities to the compensation team. The training or recommendations have a direct influence and impact on the personal and professional development of the compensation team and ultimately on service provided to clients. This is provided on a daily basis,

individually and group sessions.

Sets up and monitors a buddy system for the compensation team to meet tight deadlines, support team member and action urgent transactions in buddy's absence. This requires a trusting relationship be established within the team and used on an ongoing basis.

### **3 - Leadership of Human Resources**

Leads a regional compensation team. Plans, analyzes, schedules and co-ordinates the workflow and workload of the compensation unit, approves work plans, establishes performance objectives and indicators and evaluates needs for changing priorities.

Analyzes, assesses and approves the training requirements of compensation staff and manages the design and development of training and career planning programs to meet identified needs; provides on-the-job training and coaching to compensation specialists.

Identifies human resources requirements and initiates the recruitment process, prepares or modifies work descriptions and statements of qualifications. Participates on selection boards responsible for staffing compensation positions, prepares questions, screens applicants, meets with and ranks applicants and acts as a resource person for other positions. The responsibility is shared with other members of the selection board.

Appraise the performance of compensation staff, identifies skill gaps and approves training plans designed to improve performance.

Reviews problems and complaints on the service and discusses them with compensation staff; provides for corrective action and develops action plans and has them approved by the clients concerned.

Decides on acting or rotational assignments in the interest of unit employee's career development.

Represents the department at department or inter-departmental meetings and committees on compensation and benefit policies, procedures and directives.

Takes part in work quality reviews, departmental and inter-departmental meetings and committees focusing on compensation within the human resources field to improve performance and productivity in the compensation and benefit programs. Chairs or acts as a member of the Association of Compensation Managers. This is a shared responsibility with other members of the compensation community.

4 - Money

**A) Budgeting**

Determines resource requirements of the compensation unit, including assessing the requirement and cost for overtime and recommends options to meet these needs.

Recommends training needs and work plans for the compensation team including assessing the cost and options to meet these needs.

Verifies the calculations of compensation, benefits and pension entitlement costs compiled by the compensation specialists and analyzes the related options or scenarios to present recommendations to help the managers carry out their responsibilities with respect to budgeting and fund or expenditure management, in accordance with pertinent human resources regulations and agreements.

**B) Managing Money Flow**

Certifies under the Financial Administration Act section 34 pay entitlements for employees.

Ensures that the pay actions necessary to recover debts due to the Crown in cases such as overpayments or travel advances are in accordance with applicable compensation regulations and Financial Administration Act.

**C) Spending Funds**

Recognizes the impact of compensation unit expenditures and budget forecasts on existing resources and approves specific expenditures such as purchases of office supplies in accordance with them Financial Administration Act and internal policies and directives.

Spends funds on pre-approved travel, which involves using credit cards and vehicle expense company cards and fills out detailed expense claims according to established procedures.

Negotiates with departmental financial officers regarding authorization of transactions, financial coding and cheque releases following Treasury Board Directives and departmental procedures.

Verifies the calculation of compensation entitlements for employees or their representatives to assist them to reach important and crucial financial decisions, in accordance with various acts, policies, guidelines, regulations and collective agreements.

Authorizing expenditures within Delegated Authority Level 6.

**5 - Physical Assets and Products**

Stores and safeguards pay registers (which must be kept for seven years as required by the Act governing taxes) and employers' copies of tax statements. Although the existence of copies of these documents make them replaceable, their loss or destruction could put the Department in an awkward position.

Safeguards and protects personalized pay cards and employee files containing personal information on Department employees within the Region. These hand-written original documents are used to respond to managers' requests for employee compensation-related information other departments and agencies. The loss or destruction of such documents may lead to lawsuits, could put the Department in an awkward position, and contravene the Privacy Act. This information is difficult and sometimes impossible to replace.

Ensures the safekeeping of employee records pertaining to the garnishment of wages, and pension division, ensures the appropriate disclosure of personal information contained in salary files which are kept by the Records Section. These files contain highly sensitive and personal information, such as court orders pertaining to the garnishment of wages, garnishment and attachment for support allowance, divorce, judgments, and others. Inappropriate disclosure or loss of confidential information lead to lawsuits, and may put the Department in an awkward position. Although these documents may be replaced, it would take many hours to research and collect the information.

Uses and maintains a personal computer, software, office equipment and tools such as a fax machine, photocopier and telephone, also furniture, and reference books, to perform own work. These assets and tools are easy to replace through department suppliers and/or through the Internet, though this is sometimes a costly and long process.

Sets up and operates audio-visual equipment such as television, overhead projector, LCD projector in delivering presentations and training activities. Equipment can be replaced through outside suppliers however this can be costly.

#### **6 - Ensuring Compliance**

Conducts random audits on the calculations and expert written advice and options provided to clients by the compensation team to ensure compliance with various acts, regulations, directives and collective agreements related to compensation and benefits. The incumbent has complete latitude for judging and/or recommending the types of actions, such as recovery of overpayments, which may result in financial hardship for the client and departmental payments in lieu of insurance coverage.

Conducts random audits on the administration of the leave system as maintained by the administrative staff in other Branches to ensure compliance with the various collective agreements. The incumbent has complete latitude for implementing or recommending the action required, such as crediting or debiting credits and recovery of overpayments which may result in financial hardship for the client.

Conducts quality control of contractors for the delivery of financial planning and pre-retirement seminars to ensure compliance with the contract terms and conditions. Recommendations could result in cancellation of the contract, refusal to pay or partial payment for work done.

Investigates sensitive situations, cases, issues or complaints by obtaining and confirming information to determine if compliance requirements have been met in accordance with various acts, regulations, policies, guidelines and collective agreements and recommends the position to be taken by the Department to resolve

problems.

Verifies the work of other compensation team members through formal peer verification in order to ensure that the input to the pay system is in accordance with various acts, regulations, directives and collective agreements. Has complete latitude to accept or reject work if not in compliance.

## FACTOR 2: SKILLS

### 7 - Job Content Knowledge

The work requires knowledge of:

Compensation methods, practices, principles, procedures, processes and techniques to manage regional operations (when more than 50% of the employees are on a performance pay plan), guide the compensation team offering the service and provide advice and options to managers, employees and human resource advisors.

Trends and developments in the field of computer systems used for compensation management and related operations in order to suggest improvements to the Director of Human Resources.

Supervision, coaching, and interview techniques to manage the compensation team.

Client service techniques to establish service standards aimed at meeting clients' expectations and measure staff performance based on these standards.

Compensation audit and review principles, practices, procedures, techniques and methods, and in particular, knowledge of the mathematical techniques used to analyze and process compensation transactions and explain variances to clients.

Research techniques to gather compensation related information from various sources and replace specialized documents relating to compensation and adapt the information to clients.

Grammar, spelling, and syntax to write reports and correspondence.

Record keeping and office procedures to facilitate information storage and retrieval including methods and techniques used to transfer information electronically.

Training and presentation techniques to give information sessions and seminars to managers, employees and their spouses.

Counselling and planning techniques to be able to identify options for employees

affected by a change process.

Techniques, methods and practices used to apply computerized/specialized tools, such as Re-TOS, and other specially designed calculation software, and the acts, regulations, precedents and procedures in effect to respond to questions and offer information sessions to human resources advisors and the compensation team.

Techniques and practices used in the federal government to calculate compensation, and in particular the formulas used to calculate and verify garnishments, the formulas for calculating workforce adjustment programs (WFA), the on-line pay transactions, transfer value and the splitting of retirement benefits (pension division), so as to be able to make the necessary calculations and explain variances to clients.

Interpretation techniques and methods and practices of application of legislation, standards, precedents (collective agreements, terms and conditions of employment, exclusions); skills in observation, analysis, problem solving and provision of options are required to advise manager and employees in resolving compensation related issues.

## **8 - Contextual Knowledge**

### **A) Work Unit**

The roles, responsibilities and structure, the procedures, policies, goals, business plans in order to forecast, recommend and make changes as required to organization and staff in order to deliver compensation and benefits services to the clients, supervise staff, establish priorities and resolve problems.

### **B) Department of Justice**

The work requires knowledge of the Department's organization, areas of activity and programs, policies, procedures and practices in order to provide services and interpretations to clients. The work also requires knowledge of the mission, policies, roles and responsibilities of the Human Resources Branch of the department and how they relate to compensation.

### **C) Federal Departments**

The work requires knowledge of the roles, responsibilities, requirements, expectations and mandate of other government departmental organizations, such as Treasury Board Secretariat, Public Works and Government Services Canada, Human Resources Development Canada and Revenue Canada, their services and points of contacts in order to plan the work and take part in the preparation of implementation of issues related to compensation and benefits.

Federal government compensation calculation techniques and practices, including formulas for calculating and verifying Work Force Adjustment (WFA), garnishments, transactions, transfer value, pension division and many more in order to perform

calculations, to explain and interpret differences in calculations to clients, and to establish new calculation formulas and techniques for typical clients.

#### **D) Canadian Public and Private Sectors**

Knowledge of the policies and programs of provincial government and private sector organizations such as Workers Safety and Insurance Board and insurance companies and financial institutions, so as to advise and assist employees, their families and representatives.

#### **E) International Public and Private Sectors**

N/A.

#### **F) Legislation and Regulations**

The Public Service Employment Act and Regulations, Access to Information and Privacy Acts, Official Languages Act, Pension Benefits Standards Act, Pension Reform Bill, Pension Benefit Division Act, Garnishment Attachment and Pension Diversion Act, Employment Insurance Regulations, the Provincial Workers' Compensation, the Income Tax of Canada Act, Public Sector Compensation Act, the Public Service Superannuation Act and Regulations, Isolated Post Directive, Work Force Adjustment Directive, Insurance Regulations (DI, PSHCP, PSDC, PSMIP), Payment of Estates Regulations, Debt write-off Regulations, Provincial tax, Employment Insurance Legislation, Retroactive Remuneration Regulations, Workplace Safety and Insurance Act, Public Service Health Care Plan, Public Service Dental Care Plan, Public Service Management Insurance Plan, collective agreements and various quasi-judicial decisions (arbitral awards) in the area of compensation and benefits, in order understand their affect on compensation, benefits and taxes, to ensure compliance of calculation of compensation and benefit entitlements, to resolve complex cases, to explain to clients the advantages and disadvantages of options, to recommend changes to regulations to operating agencies, and to propose and prepare new or modified procedures and regulations in the area of compensation and benefits for inter-departmental use.

Specifically, knowledge is required of the:

Public Service Reform Act, sufficient to advise managers on implications; Public Service Employment Act and Regulations, to interpret, staff positions and advise managers on application and interpretation; Terms and Conditions of Employment Regulations, to advise managers on application and interpretation in relation to pay issues; Public Service Staff Relations Act and Regulations, to recognize the implications of actions, and refer/advise managers or HR professionals; Work Force Adjustment Directive and National Joint Council Policies, staff relations decisions, Federal Court and quasi-judicial decisions and appeal decisions, to research

precedents and implement to WFA or other cases; Official Languages Act, to allocate bilingual bonus, and identifying language requirements of positions; Employment Equity Act, to interpret and apply to recruitment; Canadian Human Rights Act, Access Information and Privacy Acts, to use in preparing files, to respond to information requests and protect confidential information; Isolated Post Regulations, to interpret and apply in determining appropriate pay.

Legislation related to compensation and benefits, i.e., Public Service Superannuation Act and regulations, Pension Benefit Division Act, Pension Benefit Standards Act, Government Employee Compensation Act, Pension Reform Act, Public Service Insurance Regulations, Garnishment Attachment and Pension Diversion Act and regulations, various sections of the Financial Administration Act, Debt write-off regulations, reclassification and conversion regulations, Payment to the Estate regulations, Performance Pay Regulations, Canada Pension Plan Act, Employment Insurance Act, Income Tax Act, Government Employee Compensation Act, Flying Accident Compensation Act, Canada Labour Code Part I and II, and approximately 40 applicable collective agreements for groups represented in the Department to provide effective legislative and regulatory interpretation, ensure proper implementation and to advise management clients and compensation specialists.

## **9 - Communication**

### **A) Communication In**

Reading skills to comprehend and interpret legislation, policies, and guidelines for managers and employees. Information is not always clear or all encompassing.

Listening skills to understand the concerns and requests of managers, employees, compensation advisors and other Human Resource Advisors.

Observation and listening skills to elicit, exchange and clarify information. This is significant when meeting with employees, their family members or their representatives who are experiencing personal difficulties or have difficulty in comprehending complex information. Audience members may have differing degrees of receptiveness ranging from enthusiasm to complete rejection of concepts. Interpretation of non-verbal signals is essential.

Listening skills to understand the situation so as to explain better to employees dealing with separation of divorce the rules and regulations concerning the amounts that may be garnished to pay existing debts or support. Employees may have an aggressive or hostile reaction when given the information involved. As emotions are often a factor in such communications, the incumbent must be able to interpret signals such as voice tone, since communications are often via telephone.

Reading skills to review programs, organizational strategies, compensation management policy documents and project plans that use a complex and theoretical

terminology requiring interpretation and containing abstract information. Listening skills to deal with internal or interdepartmental colleagues, compensation management service suppliers and senior management. This work requires interpreting and adapting complex documents, preparing convincing arguments and understanding signals such as voice tone and body language in dealing with contentious issues. The tone of the message is as important as the content.

Listening skills to understand the views and elicit information from participants at meetings, information sessions, seminars and training sessions; to understand, obtain, clarify and summarize information at departmental or interdepartmental meetings and seminars.

#### **B) Communication Out**

Verbal and writing skills to develop, explain, defend or clearly present policies, systems, guidelines, practices and procedures before clients who have various levels of knowledge, differing needs and viewpoints with respect to the provision of compensation management services.

Verbal or writing skills to transpose technical legislation, policy, guidelines, and procedures terminology into lay-person terminology and provide interpretation and clarification when training the compensation team.

Speaking or writing skills to present items on agendas and respond to questions relating to departmental programs; discuss and persuade members of direction or viewpoints at meetings and work sessions.

Speaking or writing skills to present circumstances of individuals or groups of employees, ask questions of various sources, obtain information and provide advice and guidance when there are many options and complex and convincing arguments to be made.

Presentation and verbal skills to hold employee information and training sessions. Ability to adapt the message to the level of knowledge of the audience, which may include new employees as well as managers. Specialized vocabulary must often be used to ensure the delivery is well received.

Verbal skills to negotiate or persuade management and partners to accept constraints and restrictions due to system limitations, to clarify roles and responsibilities and to work together to resolve problems.

Verbal and writing skills to participate (in the capacity as an expert) in meetings, work groups or projects with clients to develop compensation strategies, plans and priorities.

Writing skills are required to develop correspondence, regional information bulletins,

newsletters and procedures to employees, managers, staff and other government departments and some public sector organizations.

Verbal and writing skills to assign work to employees and review the work and provide guidance and comments with respect to performance.

Verbal and writing skills to advise and correspond with clients, outside organizations, lawyers, accountants and survivors of deceased employees, in easy to comprehend language, concerning the interpretation and clarification of various compensation and benefit issues and to outline complex provisions of various policies and legislation.

#### **10 - Motor and Sensory Skills**

Skilled dexterity and co-ordination to use a computer, keyboard, mouse, calculator with a high level of precision and other office equipment such as a printer, photocopier, and fax machine on a daily basis. The incumbent controls the performance and accuracy of the work and decides the scheduling of the work.

Dexterity and co-ordination skills to operate audio, video and technological equipment while making presentations and delivering training courses.

#### **FACTOR 3: EFFORT**

##### **11 - Intellectual Effort**

Develops viable courses of action to meet the needs of clients with respect to decisions, services and actions that are in keeping with the intent or restrictions of acts, regulations, policies, directives and precedents. Interprets and analyzes a wide range of options with a sensitivity to constraints and demanding time frames. Effort is required to identify the need for and conduct research and analysis on issues related to request and contentious compensation and benefit cases. Factors such as frequent interruptions, deadline for resolution of the problem, competing priorities, and the requirement to consult with other interested parties and team members increases the intellectual effort that is required.

Intellectual effort is required in providing counselling services to employees and managers during transition periods as a wide range of facts, opinions, needs and preferences must be taken into account in order to provide viable options to assist those involved make use of the acts, policies, and practices that apply to each case. The provision of counselling services involves many constraints such as multiple demands and deadlines, pressure from clients and the need to deal with opposing viewpoints and emotionally charged situations.

Reviewing and analyzing trends or problems relating to the delivery of compensation

and benefit programs involves identifying, developing, and implementing corrective plans. Resistance may be encountered from clients. This work is of a sensitive nature and performed under client pressure and risk of legal implications in non-adherence to situations.

Intellectual effort must be applied to effectively respond to change in legislation, policies, priorities and trends when developing strategies, work plans, processes, procedures, and in setting goals and objectives. Constraints include concurrent demands, time pressures and the requirement to incorporate and balance conflicting needs or agendas of managers, employees, central agencies and corporate functional heads. Intellectual effort is increased when presented with unique or unprecedented cases.

Intellectual effort is required to review established work objectives and the results obtained; mentoring new members to the compensation team; assess competencies of the compensation specialists, to identify any deficiencies and determine the course of action required to meet their training needs or enable them to reach their career objectives. The outcome can be hampered by resistance to change, conflicting stakeholder interests, the availability of courses, funding and conflicting priorities.

The work involves studying and researching the legal requirements and departmental policies and practices with respect to compensation and benefit programs to advise the clients. The lack of clients' knowledge of the process and of the operational requirements, the incumbent's availability due to time pressures and work load and the availability of information constitutes constraints.

Intellectual effort is required to lead or participate on regional project teams. Defining or recommending project parameters, outlining and setting time frames for critical steps, analyzing, evaluating, recommending and implementing products or services. The outcome can be complicated by geographical disparities, team dynamics, differing and conflicting agendas, priorities and balancing project work with on-going activities.

Intellectual effort is required to determine requirements for and arrange delivery of information sessions or seminars. Factors to be considered include researching and assessing internal and external products and services as well as the availability and cost of physical sites, resource material, participants and timing. The delivery may be complicated by geographic, conflicting departmental activities, participant availability and cost.

Intellectual effort is required to determine the effectiveness of products and services for delivery of information sessions or seminars; requesting and analyzing participant feedback and making recommendations for continued use. Lack of feedback and the need to obtain additional or missing information can hamper analysis.

Intellectual effort is required to interpret and apply legislation, standards, precedents,

(collective agreements, terms and conditions of employment) to provide information and options to managers, employees and their family.

Particular intellectual effort is required to interpret and apply the Terms and Conditions of LAs, which are unique to the Department of Justice and the performance pay plan for LAs.

## **12 - Sustained Attention**

Continuous attention is required to understand the questions raised by compensation specialists, employees and managers to respond to compensation and benefit related inquiries. These activities are subject to frequent distractions from office noise and interruptions from telephone calls. These activities may last from a few minutes to 1 hour, depending on the subject matter. The occurrence of these activities is intermittent and represents 15% of the time.

Sustained visual attention is required when focusing on computer and printouts from prolonged periods of time; reading and analyzing documents such as policies and directives. A lapse in attention could result in omitting or mis-reading important information. These activities are subject to frequent distractions from office noise, staff interruptions and telephone calls. This represents 20% of the entire work period with 95% sustained attention required to perform the activities.

Sustained attention is required when auditing or verifying work of compensation specialists to ensure the accuracy of the date and content of the document. There are continuous interruptions from clients, telephone calls, drop-in clients and office conversations. This represents about 10% of the total time.

Sustained attention is required to prepare correspondence, reports and documents to ensure accuracy of content of the document. There are continuous interruptions from clients, telephone calls, drop in and office conversations. This represents 35% of the time.

Chairing or participating on committees; delivering information sessions and seminars requires sustained attention to keep the group focused and to understand and capture information. Distractions include participants speaking at the same time or simultaneous conversations. These activities normally last one and one half hours and represent approximately 5% of the time.

## **13 - Psychological/Emotional Effort**

Reviews the facts objectively, remains calm, professional and composed and tries to set aside own feelings in order to resolve disputes between staff members or with clients in a fair manner. Shows empathy for employees who have personal or work performance problems while remaining objective and maintaining professional

detachment. The incumbent of the position has no control on the occurrence and the frequency of the events.

Substantial effort is required to remain professional, calm, composed and remain focused on the issue at hand while displaying empathy in the face of strong emotional reactions (confused, angry, distressed) or frustrated clients when responding to questions or providing advice on compensation and benefit matters in situations such as garnishment of wages, divorce, illness or death. It is possible to schedule appointments for clients. There is little control over the duration of meetings or the location of meetings which could be in an office environment, client's work site, home or hospital.

Coping with contentious issues, especially within the framework of investigations and sensitive complaints, in response to demands from a number of stakeholders, requires a psychological and emotional effort to analyze the problem and make appropriate recommendations for its resolution. The incumbent of this position has no control on the occurrence and the duration of the activities.

Effort is required in presenting explanations for compensation policies and procedures. The incumbent must remain calm and not take personally the verbal abuse by clients who are frustrated with the system. Time is spent on these activities once or twice a week. The incumbent of the position does not exercise control on the occurrence and the duration of the activities.

There is a constant requirement to organize work and to deal with unexpected priorities while responding to tight deadlines and a high volume of work. There is no control over these events.

#### **14 - Physical Effort**

Sitting at a desk for lengthy periods of time to read a variety of information on paper or electronic media; operate a personal computer and calculator; analyze the material required to develop opinions and provide advice; listen to concerns of clients. These activities take four to five hours a day, but periods of immobility are for about an hour at a time.

On average, once a month, stands for periods up to three hours to deliver training courses, information sessions or seminars.

Occasionally, a requirement to move tables, chairs, boxes and carrying documents, large cheque registry files, flip chart paper and stands, laptop computer and briefcases to offices, boardrooms or vehicles, for distances of up to 300 metres and going up or down stairs.

Periodically operates audio-visual equipment that requires finger, hand and body

movement for short periods of time.

#### **FACTOR 4: WORKING CONDITIONS**

##### **15 - Work Environment**

###### **A) Psychological Environment**

The work involves frequent and constant pressures in dealing with unpleasant and strained circumstances such as service complaints, conflicting deadlines, multiple demands, and shifting priorities, heavy and unpredictable workloads, staff shortage and unavailability of trained replacements.

Occasional requirements to deal with employees or their representatives on hardship cases, employees who are ill or terminally ill, outside an office environment such as at clients' work site, home or hospital. The duration is from a few minutes to 2 hours and the occurrence is not controlled by the incumbent of the position.

On average of three times a month, requirement to travel for up to 4 hours at a time, by air or car to districts and headquarters involves erratic hours, delayed and/or missed flights, contribution to stress and a requirement to adapt to new surroundings.

Occasional requirement to deal with irate employees and managers in circumstances where deadlines can not be met to issue salary cheques due to an absence of computer support or functional on-line pay system. The duration is up to 2 days and the occurrence is not controlled by the incumbent of the position.

###### **B) Physical Environment**

The work involves working in an office within an open office concept with on-going exposure to interruptions from staff, walk-in clients, telephones ringing, continuous office noise and glare from a computer monitor for periods of four to six hours.

##### **16 - Risk to Health**

The heavy workload, tight deadlines, time constraints, competing priorities, interruptions and lack of control over pace of work are sources of stress and fatigue which may eventually lead to professional burnout and the need for counselling or treatment and require an extended absence from work to recuperate.

The provision of advice and individual counselling to clients who are emotionally distressed, experiencing hardship, frustrated, hostile and aggressive may lead to stress or mental fatigue.

Remaining seated for long periods of time for interviews, meetings, using the computer and counselling clients can lead to back or neck pain; using a keyboard and mouse can lead to repetitive strain injury; extended periods of standing to deliver training sessions can lead to back and leg pain.

Constant keyboarding, reading computer outputs such as electronic mail, regulation updates, new programs or procedures and reports both narrative and numerical requires extensive eye focus and creates eye strain.

Exposure to angry outbursts and oppositional situations, organizational ambiguity and the need to deal with several compensation problems are sources of stress and anxiety.

The need to represent the organization's interest and views which may be conflicting with own personal views may lead to stress and mental fatigue.

Risk of back strain due to lifting, reaching, bending and climbing in awkward positions for short periods when retrieving or returning documents, files, boxes and materials used for information sessions and seminars.

Requirement to travel by air or by car to districts and headquarters are sources of stress and potential for injury.

**Employee's Statement:**

I have been given the opportunity to comment on this work description.

Employee's signature

Date

**Supervisor's Statement:**

This work description accurately describes the activities and demands of the position.

Supervisor's signature

Date

**Authorization:**

Nan-ette Therien

Manager's signature

2005/06/06

Date



## DESCRIPTION

**POSITION TITLE:** Compensation Advisor  
**POSITION NUMBER:** LTGOR1013C (2736)  
**GROUP AND LEVEL:** AS 02  
**DEPARTMENT:** Department of Justice  
**SECTOR:** Legal Operations  
**SECTION:** Admin – Human Resources  
**REGION:** Ontario  
**GEOGRAPHICAL LOCATION:** Toronto  
**SECURITY CLEARANCE:** Enhanced  
**LANGUAGE REQUIREMENTS:** English  
**INCUMBENT'S NAME:** Hingston, Carol  
**IMMEDIATE SUPERVISOR POSITION NUMBER:** LTGOR1070C  
**IMMEDIATE SUPERVISOR GROUP AND LEVEL:** AS 03  
**EFFECTIVE DATE OF DECISION:** 2000/09/01

## **CLIENT-SERVICE RESULTS**

Delivery of compensation and benefits services, counseling and advice to departmental employees or their representatives and to managers and human resources practitioners in an assigned service area.

### **NOTES**

Compensation entitlements and transactions include the following: pay, incremental allowances, shift premiums, overtime, leave with and without pay, insurances, death benefits, superannuation, retirement allowance, departure entitlements, work force adjustment transactions, transfer value, disability, rehabilitation, income averaging, alternative work arrangements, medical retirement, payment of monies due to beneficiaries or estates, effects on benefits due to divorce or separation.

## KEY ACTIVITIES

- Conducts extensive research and analysis, and interprets selects data in a myriad of subjects such as employee data, acts, regulations, collective agreements, pension and insurance plans, federal and provincial legislation.
- Examines, analyses and processes a wide variety of compensation transaction requests.
- Analyses, explains, clarifies and applies changes in federal and provincial legislation, regulations, collective agreements, pension and insurance plans, new government programs affecting employees' compensation.
- Provides advice and individual counseling on a wide variety of complex compensation entitlements and transactions issues including alternative scenarios.
- Ensures compliance of compensation calculations through formal peer verification on an on-going basis.
- Maintains employees' compensation data and records.
- Prepares and delivers information and training sessions with respect to changes in benefits entitlements and/or procedures to managers and employees.
- Promotes effective relationships with internal and external clients as well as other organizations including the development of communication links with private insurers and central agencies.
- Developing and maintaining working relations with other HR and finance staff.

## WORK CHARACTERISTICS

### FACTOR 1: RESPONSIBILITY

## **1 - Information for the Use of Others**

Interprets policies, directives, collective agreements and provides personalized advice and individual counseling related to compensation entitlements and transactions to employees or their representatives in order to allow them to make informed decisions in choosing the best option for themselves.

Researches, extracts information, analyzes and clarifies the meaning of a myriad of acts, regulations, policies, directives, guidelines related to compensation benefits to departmental managers in order to support them in the management of specific cases.

Synthesizes, collates and prepares compensation information for managers, human resources practitioners, other government departments, central agencies and external financial or legal institutions to enable them to do their job, to respond to enquiries and to support court cases such as custody payments, pension benefit division, garnishment and administers oaths.

Selects and inputs compensation information and tombstone data into on-line central agency and departmental pay systems in order to initiate or modify compensation transactions and generate pay cheques.

Selects and inputs compensation information and tombstone data into on-line departmental system in order to maintain accuracy and currency of compensation information available to managers to enable them to make informed decisions. The information is also used by human resources practitioners and allows them to perform a wide variety of human resources actions.

Delivers information and training sessions on compensation and benefit entitlement packages to educate and guide clients through complex and at times conflicting processes.

## **2 - Well-Being of Individuals**

Provides personalized advice and individual counseling to employees or their representatives on compensation options available in order to assist them in making major and crucial decisions which affect their financial well-being.

This type of intervention requires the establishment of a direct relationship with each employee in order to understand personal circumstances and thereby provide personalized advice and counseling. These sessions are usually performed in person and may take from one to two hours per session for each individual case. Follow-up meetings may also be required to answer additional/subsequent questions, which may take from 30 minutes to one hour, for periods up to three months.

**3 - Leadership of Human Resources**

Provides on-the-job training and coaching to other compensation advisors.

Participates as a team member on different working groups.

**4 - Money**

**A) Planning and Controlling**

Calculates salary and pension entitlement costs, options or scenarios to assist managers in support of their responsibilities regarding budgeting, managing or spending funds, in accordance with relevant Human Resources (HR) acts, regulations and agreements.

**B) Acquiring Funds**

Initiates required pay actions to recover money owing to the government, in cases of overpayments in accordance with relevant HR regulations.

**C) Spending Funds**

Calculates compensation entitlements for employees or their representatives in order to assist them in making major and crucial financial decisions in accordance with various HR acts, regulations, policies, guidelines and agreements.

Incurs and accounts for expenditures when in travel status in accordance with TB Travel directives.

## **5 - Physical Assets and Products**

Uses a personal computer, office supplies, tools, furniture, reference books to perform own work. These assets and tools are easy to replace through local suppliers and/or through the Internet.

Safeguards personalized pay cards and employee files containing highly sensitive and personal information to perform own work as well as to assist departmental managers in making informed decisions. If the information from one source is lost, it can be replaced by manually collecting and gathering the information from the other sources. But, in the event that both a pay card and an employee file are lost, that information becomes difficult and sometimes impossible to replace.

Maintains compensation information and tombstone data in various on-line pay systems. This information is used in own work as well as in central agencies. This information is backed-up on a daily basis.

## **6 - Ensuring Compliance**

Verifies and monitors the work of other compensation advisors through formal and on-going peer verification in order to ensure that the calculations and written expert advice given to clients are in accordance with various Human Resources (HR) acts, regulations, policies, guidelines and agreements. The Compensation Advisor has the authority to accept, reject or send back work from and to a peer if not in compliance.

## FACTOR 2: SKILLS

### 7 - Job Content Knowledge

The work requires knowledge of:

principles and specialized practices, procedures and processes of compensation calculation, verification and review, including mathematical techniques to analyze and process compensation transactions and explain differences in calculations to clients.

interviewing and counseling techniques and methods to facilitate the exchange of information with clients and deal with difficult emotional individuals.

research techniques to gather information from various sources to calculate compensation.

training and presentation techniques to present information packages to employees and managers.

record keeping and office procedures to facilitate information storage and retrieval.

techniques and practices in operating a personal computer and using various on-line compensation and leave systems and various software packages.

### 8 - Contextual Knowledge

The work requires knowledge of:

#### A) Work Unit

the roles and responsibilities to ensure adequate services are being provided to the client area; the policies established to ensure adherence in the performance of the work; the goals established to work towards their achievement; the client area serves by colleagues in order to refer managers/employees to the appropriate compensation advisor.

#### B) Department of Justice

the organization, methods of operation and programs of the assigned client area in order to better understand their business and needs to provide them with appropriate compensation services; the roles and responsibilities of other human resources disciplines, the pay office, superannuation, finance in order to identify potential to improve the delivery of compensation services; various policies in the compensation field and contacts in the Department in order to conduct research and obtain information and guidance.

**C) Federal Departments**

the structure, roles, responsibilities, manuals and policies of other government departments such as Public Works and Government Services Canada and the Superannuation Division, in order to understand what services they provide, apply the policies to the day-to-day work, obtain information related to specific cases and provide advice and information to clients; contact networks in order to conduct research and obtain information and guidance.

**D) Canadian Public and Private Sectors**

Some knowledge of policies and programs of provincial governments and private agencies in order to apply them in the day-to-day work and provide advice and guidance to employees, their families or representatives.

**E) International Public and Private Sectors**

N/A

**F) Legislation and Regulations**

the Public Service Employment Act and Regulations, Access to Information and Privacy Acts, Pension Benefits Standards Act, Pension Reform Bill, Pension Benefit Division Act, Garnishment Attachment and Pension Diversion Act, Employment Insurance Regulations, the Provincial Workers' Compensation, the Income Tax of Canada Act, Public Sector Compensation Act, the Public Service Superannuation Act and Regulations, Isolated Post Directive, Work Force Adjustment Directive, Insurance Regulations (DI, PSHCP, PSDC, PSMIP), Payment of Estates Regulations, Debt Write-Off Regulations, Provincial tax, Employment Insurance Legislation, collective agreements and various quasi-judicial decisions (arbitral awards) in the area of compensation and benefits, in order to analyze, clarify, interpret and explain changes in federal and provincial legislation and regulations as they affect compensation benefits and taxes, and to ensure compliance of calculations of compensation and benefit entitlements.

federal government compensation calculation techniques and practices, including formulas for calculating and verifying Work Force Adjustment (WFA) garnishments, transactions, transfer value and pension division in order to perform calculations and explain differences in calculations to clients.

## 9 - Communication

### A) Communication In

The work requires:

observation and active listening skills to elicit information and understand employees' specific needs. These activities take place within various personal circumstances ranging from disability, rehabilitation, separation, divorce or death of a family member.

reading skills to assimilate acts, regulations and directives, determine the implications of these changes for individual employees' situations and entitlements and remain up-to-date on all emerging changes issues. Some of these documents contain legal/specialized terminology which is not always easy to understand and might require discussions with colleagues to ensure appropriate interpretation.

active listening skills to understand other compensation advisors who may have very specific questions and issues to deal with and who possess varying levels of experience within the compensation field.

listening skills to obtain, exchange, clarify, summarize and synthesize information while participating in various Branch or departmental working groups. There is a need to maintain focus on the subject at hand although many persons can be speaking at the same time.

listening skills to understand questions being posed when attending court cases under subpoena. The court environment can cause certain levels of difficulties while attempting to control nervousness.

listening and reading skills to assimilate regular and mandatory compensation training.

## B) Communication Out

The work requires:

verbal skills to elicit information on employees' specific needs. These activities take place within various personal circumstances ranging from disability, rehabilitation, separation, divorce or death of a family member.

verbal skills to respond quickly, without being prepared, to questions or challenges from knowledgeable employees and managers.

verbal skills to transpose technical compensation entitlements terminology into lay-person terminology and explain, clarify and synthesize complex options or refer them to other sources of expertise such as financial or legal advisors; employees have various educational and cultural backgrounds and may not be familiar with the subject matter.

Verbal skills to explain rules and regulations regarding garnish-able amounts for either outstanding debts or marital support payments to employees involved in separation or divorce situations. These employees can be aggressive or hostile when receiving the information.

verbal skills to clarify employee data, pension and entitlements with accountants, lawyers or notaries and explain to them government procedures for handling retirement allowances and other benefits.

writing skills to draft correspondence and adapt training material for audiences with various levels of education and knowledge of compensation.

presentation skills to give information and training sessions to employees who do not have same level of knowledge about compensation issues in view of educating and guiding them through complex and at times conflicting processes.

verbal skills to exchange, clarify, summarize and synthesize information while participating in various departmental working groups where many varying opinions can be expressed.

## 10 - Motor and Sensory Skills

The work requires:

dexterity to use a keyboard to perform own work on a daily basis. A certain degree of precision is required in order to ensure accuracy of data in pay systems.

Handling audio and video equipment while giving information and training sessions. A certain degree of eye/hand coordination is required to operate the equipment and deliver the training information at the same time.

## FACTOR 3: EFFORT

### **11 - Intellectual Effort**

Verifying salary information in response to a query requires effort to conduct extensive research and analysis of a myriad of subjects such as employee data, acts, regulations, collective agreements, pension and insurance plans, federal and provincial legislation, and to analyze employee records, calculate pension entitlements and buy-back estimates in often complex situations involving issues like periods of full-time and part-time employment, acting pay, leave without pay, overtime, shift premiums and incremental allowances. Effort is increased when new collective agreements are signed or changes to legislation affect the outcome of decisions to be taken and options to be considered.

Calculating scenarios for employees considering taking advantage of Work Force Adjustment (WFA) initiatives and transfer value programs requires effort to conduct extensive research and analysis and consider a wide variety of factors that affect calculations i.e.: various termination dates, with or without buying back elective service, the need to communicate with a spouse or representative when the work separation involves a death or a retirement, and the need to work with many complex forms and references which are often voluminous, outdated, cumbersome and time consuming to use as well as with a large number of collective agreements and the overall federal government policy environment.

Superannuation activity also requires effort to provide choices for each individual from among a set of established options. The Public Service is aging and as a result more and more employees are exploring pension issues and options.

Conducting peer verification requires effort to review background material and details of transactions for suitability, accuracy and adherence to procedures, policy and legislation, identify anomalies, determine sources of difficulties and recommend solutions based on the interpretation of various HR acts, regulations, policies and guidelines.

Determining garnish-able amounts for either outstanding debts or marital support payments requires effort to apply options from established provincial legislation.

Selects and inputs compensation information and tombstone data into on-line central agency and departmental pay systems in order to initiate or modify compensation transactions and generate pay cheques.

Constraints include short time frames, the risk of making an error that would penalize an employee's benefits and the departmental risk of law suits by employees following an error in calculation.

Other constraints, increased by a large number of client accounts, include two pay periods per month every month, obligation to pay certain benefits within a tight time frame of 90 days, end of each fiscal year, pay equity, new collective agreements and obligation to adapt to frequent changes in legislation and pay systems. 11

Selects and inputs compensation information and tombstone data into on-line central agency and departmental pay systems in order to initiate or modify compensation transactions and generate pay cheques.

## **12 - Sustained Attention**

Sustained attention is required when preparing documents and when proof-reading/checking documents to ensure that they are accurate and complete and that their content is relevant. There are continuous interruptions from managers, telephone calls, drop-in clients and office conversations. This activity accounts for approximately 20% of the day and requires sustained attention for 90% of this time. Interruptions cause errors and having to correct these errors could hamper timely implementation of departmental or client programs or projects.

Requirement for sustained attention to ensure accuracy while extracting information from various documents and then inputting it into HR information systems. Activity takes between 20 to 40% of the day.

## **13 - Psychological/Emotional Effort**

Keeps professional distance and maintains composure in the face of emotional or distressed employees when answering questions and providing personalized advice and individual counseling on compensation matters in sensitive situations such as divorce or illness to determine their needs and inform them about their rights and entitlements. These situations may occur daily and are dependent on clients' situations. Because of the above, there is little control on the occurrence, duration and frequency of these situations.

Maintains composure and represents views that may not be one's own within the recent change of job focus, with increased challenges and client focus. The Compensation Advisors are to be flexible and responsive to clients' needs; their involvement and commitment being viewed as critical in the delivery of HR services directly to clients. They need to handle complex questions related to legal requests, insurance and pension options and work with often voluminous, outdated, cumbersome reference material. These situations occur regularly and often require immediate reaction, with little control on the occurrence and frequency.

Maintains composure and a professional attitude when meeting with employees or their representatives in their work place, homes or in the hospital. These situations occur on an average of three to four times a year but, may occur up to once a month when required. They involve dealing with distressed, sad, angry or hostile employees and are dependent on clients' situation. The frequency and timing of these situations cannot be controlled.

#### **14 - Physical Effort**

The majority of the work is performed while sitting at a desk in front of a computer and requires effort to focus on a screen for long periods of time. This occurs every day, for periods of 2 - 3 hours at a time.

There is an occasional requirement to stand for periods of up to one hour to deliver information and training sessions. In most cases, these sessions are delivered within the framework of special projects and the duration varies.

There is a requirement to bend and stretch to retrieve files and carry them to the workstation, and to carry payroll registers from a cabinet to the workstation; the weight of these registers can be up to five pounds. This occurs many times each day, for a maximum time of 15 minutes.

## FACTOR 4: WORKING CONDITIONS

### 15 - Work Environment

#### A) Psychological Environment

The majority of work is performed in an open office environment involving lack of privacy, frequent interruptions such as phone calls and answering questions from unannounced visitors or colleagues. The work is also exposed to complaints from clients when the work is not performed as quickly as they would like it to be, to conflicting work priorities, constant deadlines and lack of control over the pace of work.

A series of external factors beyond the control of the Compensation Advisor adds a considerable amount of pressure i.e.: a large number of client accounts, closing of two pay periods per month every month, obligation to pay certain benefits within a tight time frame of 90 days, end of each fiscal year, pay equity, new collective agreements and the obligation to adapt to frequent changes in legislation and pay systems.

The work requires dealing on an ongoing basis with stressed, insecure, confused, distressed, angry or hostile employees and managers as well as with conflicting work priorities from managers, employees and human resources specialists, while performing a variety of urgent tasks requiring concentration. This becomes strenuous as the work demands and related problems multiply and the many interruptions occur. On an average, half of a Compensation Advisor's time is spent on calculations and the other half in dealing with clients.

The work requires the provision of services to employees in their homes or in the hospital. This involves being exposed to unpleasant sights and smells as well as to emotionally disturbed and ill people. When providing service into the homes of employees or their representatives, the Compensation Advisor is usually accompanied by a colleague who serves as a witness and a "buddy" in case of an emergency, especially when visiting mentally or emotionally disturbed clients. The frequency of these visits may vary.

#### B) Physical Environment

A large amount of the work is done on computer; therefore, there is a daily exposure to the glare from a computer screen, for periods between four to six hours.

There is a requirement to travel to different sites give information and training sessions. This could occur on an needs basis.

## **16 - Risk to Health**

Long periods of time working on a computer may lead to eye strain.

The provision of advice and individual counseling to clients who are emotionally distressed, frustrated, hostile and sometimes aggressive may lead to stress or mental fatigue.

The provision of service into client's home may create situations where security is not always available.

The daily requirement to bend and stretch to retrieve files and to carry payroll registers from a cabinet to a workstation may lead to minor physical injury.

**Employee's Statement:**

I have been given the opportunity to comment on this work description.

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Employee's signature

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Date

**Supervisor's Statement:**

This work description accurately describes the activities and demands of the position.

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Supervisor's signature

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Date

**Authorization:**

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Manager's signature

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Date